

**GOAL 8 - Governmental Excellence and Effectiveness**

**Desired Community Condition(s)**

48. Financial assets are maximized and protected, and analyzed and reported accurately, understandably, and usefully.

Measures of Outcome, Impact or Need							
	FY/03	FY/04	FY/05	FY/06	FY/07		
<b>GO bond rating</b>	Aa3/AA/AA	Aa3/AA/AA	Aa3/AA/AA	Aa3/AA/AA	Aa3/AA/AA		
<b>Outstanding GO Debt</b> (thousands rounded)	\$ 160,055	\$ 262,605	\$ 174,385	\$ 239,205	\$ 239,205		
<b>Net GO Debt per Capita</b>	0.35	0.56	0.36	0.49	0.49		
<b>Outstanding GRT Debt</b> (thousands rounded)	\$ 156,755	\$ 155,145	\$ 161,723	\$ 148,000	\$ 145,000		
<b>Net GRT Debt per Capita</b>	0.34	0.33	0.34	0.30	0.30		
<b>Common fund earnings</b> (thousands rounded)	\$ 10,052	\$ 9,409	\$ 14,983	\$ 16,831	35,750		

PROGRAM STRATEGY RESPONSE
---------------------------

**Strategy Purpose**

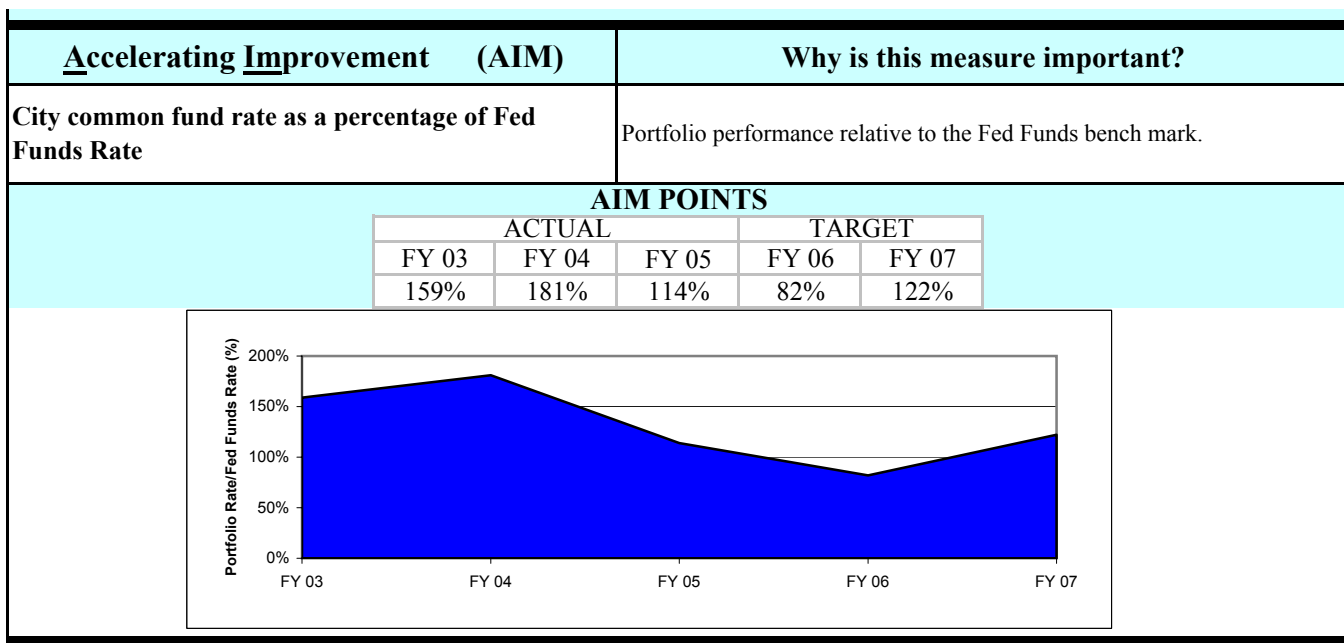
(1) Record and control City funds, (2) Collect and administer taxes and fees, (3) Provide debt management services to City Departments in order to minimize financing costs, and (4) Provide cash and investment services to City Departments in order to optimize investment income and maximize financial resources.

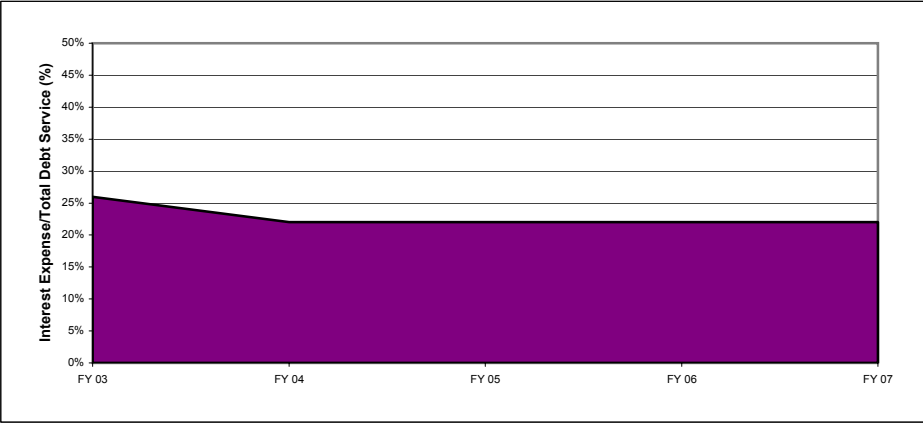
**Key Work Performed**

- Properly record and control City funds.
- Instill appropriate accountability for cash handling in all City operations.
- Support the timely collection of accounts receivable.
- Maximize return on investable cash consistent with the City's investment policy.
- Minimize the debt costs and maintain the flexibility of the City's capital financing program.
- Maintain bond holder relations with investors, bond rating agencies and credit enhancer providers.
- Meet SEC requirements to notify bond holders of ongoing risks of holding City bonds by producing the Annual Information Statement.
- Collect business licenses and fees, including lodger's tax, business registration, consumer health inspections, liquor, pawn broker, distress sale and jewelry auction.
- Report monthly and annually on revenue collections.

**Planned Initiatives and Objectives**

Goal 8, OBJECTIVE 6. Assess the city's point of sale applications and their systemization in order to consider the potential for consolidation or automation of cash sites (e.g., kiosks) and the use of alternative payment media. Provide a summary report to the Mayor and City Council by the end of the second quarter, FY/07



Accelerating Improvement (AIM)			Why is this measure important?							
Interest expense as a percentage of total debt service.			Measures how efficiently the City is utilizing taxpayers revenue to raise capital funds.							
AIM POINTS										
			ACTUAL			TARGET				
			FY 03	FY 04	FY 05	FY 06	FY 07			
			26%	22%	22%	22%	22%			
										
Total Program Strategy Inputs										
			Actual	Actual	Actual	Approved	Mid-year	Proposed		
			FY 03	FY 04	FY 05	FY 06	FY 06	FY 07		
Full Time Employees	General	110	20	21	21	21	21	21		
Budget (in 000's of dollars)										
			General	110	1,293	1,333	1,263	1,402	1,402	1,387
Service Activities										
Treasury Services - 2581000										
			Actual	Actual	Actual	Approved	Mid-year	Proposed		
			FY 03	FY 04	FY 05	FY 06	FY 06	FY 07		
Budget (in 000's of dollars)	General	110	1,068	1,093	1,073	1,143	1,143	1,120		
Measures of Merit										
Bond issues sold	Output		2	5	2	2	1	2		
Average daily bank balance <sup>2</sup> (thousands rounded)	Output		\$ 5,209	\$ 24,557	\$ 12,618	\$ 17,135	\$ 6,000	\$ 18,000		
Portfolio size <sup>1</sup> (thousands rounded)	Output		\$ 414,471	\$ 540,544	\$ 596,593	\$ 638,896	\$ 738,273	\$ 700,000		
Transaction/teller/day	Quality		145	202	200	223	210	220		
Licensing and Enforcement - 2582000										
			Actual	Actual	Actual	Approved	Mid-year	Proposed		
			FY 03	FY 04	FY 05	FY 06	FY 06	FY 07		
Budget (in 000's of dollars)	General	110	225	240	252	259	259	267		

Measures of Merit							
# Business Registration Transactions	Output	30,540	35,388	33,159	34,066	13,405	33,000
Business Registration Fees Revenue (thousands rounded)	Output	\$ 1,102	\$ 1,192	\$ 1,237	\$ 1,205	\$ 517	\$ 1,215
# Lodgers Tax Transactions	Output	1,764	1,848	1,899	1,915	952	1,900
Amount of Lodgers' Tax Revenue (thousands rounded) <sup>2</sup>	Output	\$ 8,326	\$ 8,730	\$ 8,227	\$ 8,611	\$ 5,140	
# Liquor Tax Transactions	Output	1,000	1,009	1,028	1,028	568	1,030
Amount of Liquor Tax Revenue	Output	\$ 200,113	\$ 211,029	\$ 189,655	\$ 214,000	\$ 65,865	\$ 214,000
# Hospitality Tax Transaction	Output	n/a	n/a	1,899	1,915	952	1,900
Hospitality Tax Revenue (thousands rounded)	Output	n/a	n/a	\$ 1,756	\$ 1,704	\$ 1,029	
# Pawn Licenses Transactions	Output	25	35	29	19	18	19
Amount of Pawn Fee Revenue	Output	2,300	3,300	2,100	2,100	1,800	2,100
# Cash Handling Students	Output	312	325	401	412	214	425
<b>Strategic Accomplishments</b>							
• Produce Annual Information Statement in Connection with Bonds and Other Obligations							
<b>Measure Explanation Footnotes</b>							
<sup>1</sup> Portfolio size at Fiscal Year end.							
<sup>2</sup> Mid Year FY 06 is only for 5 months.							